

EASTERN MASSACHUSETTS COMBINED FEDERAL CAMPAIGN (CFC)
Request for Proposals

PRINCIPAL COMBINED FUND ORGANIZATION (PCFO)
MARCH 1, 2005 THROUGH FEBRUARY 28, 2006

1. BACKGROUND

1.1. PURPOSE

The Local Federal Coordinating Committee, a standing committee of the Greater Boston Federal Executive Board, is soliciting applications from federated groups, charitable organizations, or a combination thereof, interested in being considered to serve as the Principal Combined Fund Organization (PCFO) for the 2005 Eastern Massachusetts Combined Federal Campaign (CFC.) The CFC of Eastern Massachusetts was formed in January 2004, the result of a merger of three campaigns – the Massachusetts Bay Area CFC, the Merrimack Valley Area CFC, and the Bristol County CFC. A legal notice has been published in the Boston Globe, El Mundo, and Federal Business Opportunities (www.FedBizOpps.gov) announcing this solicitation.

1.2 CFC MISSION

The mission of the Combined Federal Campaign (CFC) is to support and to promote philanthropy through a program that is employee-focused, cost-efficient and effective in providing all employees with the opportunity to improve the quality of life for all. Federal employees created the CFC --- one campaign, once a year. By allowing employees to select the organizations of their choice from a single brochure and to make their contributions through payroll deductions, the CFC opened wide the door to more opportunities for generous giving to literally hundreds of worthy causes. The CFC is the only authorized solicitation of employees in the Federal workplace on behalf of charitable organizations. Annually, it solicits approximately 36,000 Federal employees with duty stations in Eastern Massachusetts and nearly 4 million employees nationwide from the civilian, military, postal and congressional ranks. The CFC is currently is made up of over 360 local campaigns. The US Office of Personnel Management's Office of CFC Operations has the overall responsibility for setting policy and overseeing the structure of the CFC. It reviews and provides guidance and technical advice on regulations, and has the authority to conduct compliance audits on any CFC local campaign's fiscal records. Each campaign is directed by a Local Federal Coordinating Committee (LFCC) comprised of local Federal leaders representing numerous agencies.

1.3 CFC AUTHORITY

TITLE 5 CODE OF FEDERAL REGULATIONS, PART 950.104 authorizes the LFCC to solicit applications from federations, charitable organizations, or combinations thereof to serve as the PCFO; and to select the PCFO to act as its fiscal agent and campaign coordinator for the CFC.

TITLE 5, CODE OF FEDERAL REGULATIONS, PART 950.105 outlines the responsibilities of the PCFO. In addition, PART 950.601 provides additional requirements governing the release of contributor names.

1.4. PCFO RESPONSIBILITIES

TITLE 5 CODE OF FEDERAL REGULATIONS, PART 950, 105 (d) and **CFC Guidance Memoranda** outline the responsibilities of the PCFO. (a copy of the CFC regulations and memoranda may be downloaded from www.opm.gov/cfc/.) The primary responsibility of the PCFO is to support the Federal government in managing a comprehensive local workplace fundraising campaign while ensuring the fiscal integrity, accountability, and transparency of the process. The PCFO is responsible for conducting an effective and efficient campaign in a fair and even-handed manner. Only federations, charitable organizations, or combinations thereof may serve as the PCFO. Tasks are outlined in section 2 in six major categories: Financial Accountability, Pledge Support, CFC Applications Support, Campaign Management Support, Campaign Marketing and Reporting.

1.5 APPLICATIONS / PROPOSALS

All application proposals, along with 11 copies, submitted for consideration must be received by the LFCC no later than 5pm on **Thursday, February 17, 2005**. Only proposals addressing all of the key elements and outlining task definitions outlined herein will be considered for review. Applicants should be aware that a presentation and interview before the LFCC is required prior to final selection. Interested organizations should submit their complete proposal to:

Local Federal Coordinating Committee (LFCC)
c/o Greater Boston Federal Executive Board
Kim Ainsworth, Executive Director
10 Causeway Street, Suite 178, Boston, MA 02222
Phone: 617-565-6769 / Fax: 617-565-8178

In addition to addressing all task definitions, applicants must provide evidence of the *organizational capacity, capability* and *experience* as defined in the scope of work and submit

a written campaign plan addressing all key elements. The proposal will be utilized by the LFCC to evaluate the applicants for the PCFO to serve as its fiscal agent and campaign coordinator as described in this solicitation.

2. SCOPE OF WORK

2.1 ORGANIZATIONAL CAPACITY AND CAPABILITY

The ability of the applicant to successfully meet the requirements of a PCFO should be detailed. Proposals must include a discussion of the organizational structure that will be used to support these requirements, including assigned personnel and their management reporting structure. Factors to be considered are:

- Experience managing charitable fundraising initiatives on behalf of charitable organizations or analogous solicitation campaigns;
- Ability to meet pledge processing and fund distribution requirements and overall technology related capacity to perform the requirements of the solicitation;
- Staffing plan with the resumes of the people proposed to perform PCFO services. Staffing plan should include monthly breakdown of average hours each position will spend working on the Eastern MA CFC, anticipated duty station and budgeted salary expenses, including benefits.
- Description of the organization's structure and how the proposed PCFO program will fit into the existing structure;

2.2 PRIOR EXPERIENCE

The applicant should detail relevant, recent past performance on similar efforts including for which the work was done, the scope of the effort and any program references that may assist in verifying the quality of the work performed. Applicants should provide examples of how they have, in a timely manner, resolved issues or problems arising during the campaign, including those identified by the LFCC.

2.3 KEY ELEMENTS

Proposals must contain a description of the key elements and task descriptions contained herein. It is the PCFO's responsibility to ensure that, to the extent reasonably possible, every employee is given the opportunity to participate in the campaign.

2.3.1. Describe how the PCFO will conduct an efficient and effective campaign, under the direction of the LFCC. The description should explain how the CFC would be

supported as a separate campaign; apart from the applicant organization's own campaign or other campaigns for which it serves as a contractor. Please note safeguards in place to ensure that work does not overlap and that the workplace campaigns do not interfere with one another both fiscally and managerially.

2.3.2. The plan should describe how the PCFO will afford federated groups and agencies with representatives in the Eastern Massachusetts CFC area in the local campaign adequate opportunity for input regarding the overall campaign, including print campaign materials and training.

2.3.3. The process that federated groups and agencies must use to attend or participate in approved campaign meetings, kick offs, charity events and training sessions;

2.3.4. The process that will provide federated groups, agencies, and the general public the opportunity to review at the PCFO office all reports, budgets, audits, training materials and other records pertaining to the CFC.

2.3.5. The internal policies and procedures to be used to safeguard the use of the CFC logo, CFC references, and/or contributor names on or included in invitation notices, letters, or promotional materials without prior LFCC approval.

2.3.6. The internal policies and procedures to be used to safeguard CFC donor recognition awards and promotional materials.

2.4 FINANCIAL ACCOUNTABILITY

The PCFO agrees to maintain a system of records that insures the integrity and accountability of all funds administered in support of the CFC program. To meet this objective the PCFO shall, in accordance with CFC regulations:

2.4.1. Honor employee designations by ensuring that funds are distributed to recipient organizations pursuant to regulatory guidelines, and that necessary controls are established to maintain accountability and disclosure.

2.4.2. Distribute undesignated funds to all organizations in the brochure in the same proportion that they received designations.

2.4.3 Maintain a detailed schedule of PCFO actual CFC administrative expenses and present regular reports to LFCC on such expenses.

2.4.4. Maintain CFC financial records and interest-bearing bank accounts separate from the PCFO's internal organizational financial records and bank accounts.

2.4.5. Maintain all financial records and bank accounts pursuant to generally accepted accounting principles.

2.4.6. Implement necessary procedures and controls to insure that interest earned on all CFC accounts is distributed in the same manner as undesignated funds to all organizations.

2.4.7. Submit to the LFCC an audit of collections and disbursements no later than June 15 for each campaign managed in which the last disbursement is made. The audit must be performed by an independent certified public accountant pursuant to generally accepted auditing standards and OPM guidance.

2.4.8. Absorb the cost of any reprinting of campaign materials due to the PCFO's noncompliance with regulations, embezzlement, or loss of funds. The PCFO must also absorb campaign costs exceeding 110 percent of the approved budget unless any overage is approved by the Director of CFC Operations at OPM.

2.4.9. Prepare and maintain a line item budget that details all estimated costs required to manage the CFC. The budget must contain sufficient details for the LFCC to understand the cost associated with managing the CFC. See Exhibit A for sample itemized budget categories.

2.4.11 The budget must be prepared based on projected expenses and not based on a percentage of the funds raised in the campaign.

2.5 Pledge Support

The PCFO must also provide pledge support for the campaign. The PCFO shall:

2.5.1. Develop and provide training for loaned executives, campaign coordinators, key workers, and other campaign representatives. Key workers should be trained to check to ensure the pledge card is legible on each copy, verify arithmetical calculations, and ensure the block on the pledge card concerning the release of the employee's name and address is completed fully. All training materials must be approved by the LFCC in advance.

2.5.2 Prepare the annual pledge card and brochure consistent with the regulations and OPM instructions. Submit all campaign materials to the LFCC for approval in accordance with predefined schedules. Only approved materials can be distributed. All materials must be checked for quality, including spelling, grammar, accuracy, etc.

2.5.3. Work with agency campaign officials to ensure no employee is coerced in any way regarding participation in the campaign or questioned as to his or her designation or its amount. Maintain donor privacy and honors employee requests that their names not be released to organization(s) that they designate unless donor authorizes the release.

2.5.4. Support Government actions to provide electronic pledge processes to employees. Support will include production of an electronic brochure file in predefined format of campaign's local listing.

2.6 CFC Applications Processing Support

At the discretion of the LFCC, the PCFO may support the LFCC in processing applications for participation by local charities in the Combined Federal Campaign. The PCFO will not determine the eligibility of local organizations that apply to participate in the local campaign. The eligibility determination is the exclusive responsibility of the LFCC, and may not be delegated to the PCFO. However, tasks performed by the PCFO in support of this process may include:

- Assisting in the dissemination of information regarding the solicitation of applications.
- Supporting development of local instructions and forms to assist charitable agencies applying for participation in the CFC.
- Assisting the LFCC in the screening of applications for completeness and to identify applicants with administrative expenses greater than 25%.

2.7. Campaign Administrative and Management Support

The PCFO will provide administrative and management support to the LFCC for the CFC, which includes but is not limited to:

2.7.1. MINUTES: It is the PCFO's responsibility to maintain and distribute for approval, minutes of LFCC meetings within five working days after the meeting.

2.7.2 OFFICE SPACE: It is the PCFO's responsibility to provide full service secure office space / a Campaign Headquarters to house the Campaign staff, including Loaned Executives and the PCFO Campaign Coordinator, during the Campaign. Space and equipment will *not* be provided free of charge by the Federal government and all rental and acquisition costs should be included in the proposed budget. Campaign Headquarters should be in a location that best serves the majority of Executives and is centrally located to the largest potential donor-base and must be approved by the LFCC prior to signing of rental / occupancy agreements. Office space and equipment will be in place and ready for occupancy at least two weeks before the start of Executive training (typically scheduled for August.) This includes availability of name / security badges, keys, etc. Campaign Headquarters and equipment should be secured from mid-August 2005 through mid-March 2006. Storage of equipment required in remaining months. Campaign Headquarters at a minimum should include:

- For every loaned executive, and PCFO Campaign Coordinator: desk space, chair, telephone, and computer (with e-mail, internet access, and Microsoft applications, i.e., Word, Excel, and

PowerPoint). All equipment purchased or donated for use by the CFC is property of the United States government and should be used for official US government purposes only.

- U.S. mail delivery
- For the common area -- black and white printers (one for every three workers), one high-speed color printer, copy machine, one conference room/area with a sufficient number of tables and chairs for all Campaign workers securing the Campaign space on a daily basis, a lockable safe large enough to hold Campaign envelopes and contributions, storage area large enough to hold Campaign brochures, pledge cards, posters, etc., for approximately 35,000 federal employees.
- Ample parking nearby with access to a loading dock for delivery and pick up of campaign materials.
- A mailing address and / or secure post office box devoted to the Eastern MA Combined Federal Campaign's headquarters. This address should be listed on all campaign materials and available to receive mail and other deliveries on behalf of the Eastern MA Combined Federal Campaign.
- An email address used exclusively for the purposes of correspondence with the Eastern Massachusetts CFC to be placed on campaign promotional materials and separate from the PCFO's own address. (sample: name@easternmasscfc.org)

2.7.3 LOANED EXECUTIVES / KEYWORKERS: It is the PCFO's responsibility to assist with the recruiting of qualified loaned executives from local federal agencies across Eastern Massachusetts to assist in the campaign and to establishing a network of employee key workers and volunteers in local federal agencies to carry out the campaign across the entire campaign area.

2.7.4 RECORDKEEPING: It is the PCFO's responsibility to maintain records of meetings and activities performed in support of the CFC. All correspondence, including prize solicitations, press releases and advertisements should be on official Eastern Massachusetts CFC letterhead and copies retained for the record. The PCFO is responsible for ordering, delivering and tracking campaign materials.

2.7.4.1 The PCFO must provide to the LFCC management information reports describing the campaign results for the entire Eastern Massachusetts campaign area including absolute, statistical and comparative data on a database or spreadsheet at least weekly during the campaign and as needed thereafter. These reports should provide campaign data for the current year and a minimum of three previous years.

2.7.5 CALENDAR OF EVENTS: It is the PCFO's responsibility to provide and maintain a planning calendar that identifies key campaign events and milestones. It should be updated and distributed *at least* weekly to LFCC members and other key officials and posted on the CFC web site during the campaign. It should provide ample advanced notice for meetings and events and identify such things as:

- LFCC meetings;
- Major campaign events and meetings, including kickoff and awards ceremony;
- Individual building and agency kickoffs;
- National and regional workshops and conferences;
- Release of information and reports required by regulation and this performance agreement;
- Review and update of agency account profiles;
- LFCC review of donor recognition awards,;
- Planned agency head visits;
- Interviewing of prospective Loaned Executives;
- LFCC review of campaign materials, i.e., pledge card, Contributor's Guide, posters, donor recognition awards, reports, invitations, and "thank you" items, etc.;
- LFCC review of training materials for Loaned Executives, Coordinators and Key workers, Campaign events such as the Kick Off and Final Event;
- Publication and distribution schedule for campaign materials to participating federal agencies;
- Training schedule for Loaned Executives, Coordinators and Key workers;
- Web site design, development and / regular updates;
- Reporting and allocation of contributions;

2.8 Campaign Marketing

All application proposals shall contain a specific, detailed Marketing Plan that will include strategies and specific tactics for review and approval by the LFCC. The plan should include your strategy for ensuring that the Eastern Massachusetts CFC is visible in the Federal workforce year round and for reaching the "new" generation of donors.

All correspondence, including letters, media advisories, and solicitations for prizes, should be sent utilizing the CFC logo and Eastern Massachusetts CFC stationary developed by the PCFO. Stationary must be approved by the LFCC in advance.

The PCFO will be responsible for developing new and creative ideas and to involve wider distribution of information. The PCFO is responsible for campaign marketing activities. Marketing activities may include, *but are not limited to*:

2.8.1 AWARDS AND EVENTS

2.8.1.2 It is the PCFO's responsibility to design and implement CFC awards programs, which are accessible to all employees, subject to LFCC's approval. All Awards and awards criteria must be approved by the LFCC in advance.

2.8.1.3 It is the PCFO's responsibility to identify and support in a timely manner scheduling of locally, regionally, or nationally recognized individuals to serve as keynote speakers or presenters at special CFC events including, but not limited to, the CFC Kick Off Event and Award Celebration;

2.8.1.4 It is the PCFO's responsibility to ensure that all special events, (e.g. raffles, scoop-a-thons). are reviewed and approved by the LFCC prior to making any commitments for such events. PCFO applicants are encouraged to propose events that may enhance not only contributions to but the visibility of, the CFC. Provide specific examples of public events that you have utilized to promote a charitable event or campaign. Provide specific ideas, projected costs and anticipated results (e.g. team building, campaign awareness, direct contributions)

2.8.1.5 It is the PCFO's responsibility to plan and execute special events, and to solicit prizes and other necessary donations, under the direction and approval of the LFCC. Solicitations should be conducted on behalf of the Eastern Massachusetts CFC using official CFC letterhead. All proceeds from agency specific and agency-wide special events should be recorded as such and placed in the undesignated funds, unless other approved, in advance, by the LFCC. This includes raffle ticket sales, registration fees, etc.

2.8.1.6 It is the PCFO's responsibility to market and publicize the CFC and all special events to the Federal workforce in the entire campaign area and also to encourage widespread participation;

2.8.1.7. Support pledge drive events as defined by the LFCC.

2.8.2 COLLATERAL MATERIALS

2.8.2.1 Submit to LFCC for review and approval, in advance of posting or distribution, and in a timely manner, the design and development of all campaign promotional materials. This includes, but is not limited to: letterhead and envelopes, posters, invitations to

special events, video, CFC Donors Brochure, recognition awards, campaign forms and reports. Samples should be included in your application.

2.8.2.2. Submit to LFCC for review and approval, the design and development of the training materials for the Loaned Executives and Coordinators/Key Workers.

2.8.3 ELECTRONIC COMMUNICATION

Submit to LFCC for review and approval prior to posting a state-of-the-art CFC web site that is 508 compliant and updated at least weekly. Domain / web site names are the property of the Eastern MA CFC / United States government. This web site should provide the following content and functions:

1. Front page (Welcome) should include the campaign logo and theme and summary results from most recent campaign. This page should have clear, concise, and intuitive navigation throughout. Electronic pledging capability, if any, should be a sub-site off the main homepage. CFC office and staff contact information should also be provided.

2. Primary pages should contain at a minimum:

a. An events notice page, announcing planned events by type, date, and location. This page should describe how a charitable organization could participate in each event, if appropriate, and it should provide a contact name and telephone number or email address for each event. This page will require periodic updates. All dated material will be removed once the event has taken place and replaced by the event results.

b. An LFCC page (to post LFCC notices, advisories, and membership.)

c. A searchable database that contains the following information on all charities included in the campaign: CFC designation code, administrative expense range, organization name, and affiliation.

d. A page for participating charities to submit articles about the way in which CFC has benefited their organization. Provide template to charities for said submissions. Contact information for the webmaster should be visible.

e. List of Campaign Loaned Executives and their home agency, with photos and links to their email addresses.

2.8.4 MEDIA RELATIONS

2.8.4.1 On a bi-monthly basis during the campaign (September-January), and intermittently year-round, the PCFO shall send out press releases on campaign events and highlights to local and regional media outlets. This includes, but is not limited to, charity visits,

presentation of large checks, inclusion of new charities in the CFC, etc. Copies of these releases, and subsequent media coverage, should be distributed to the LFCC at least monthly. Please provide samples in your application.

2.8.4.2 On a monthly basis during the campaign (September – January), the PCFO shall develop articles on the campaign for placement into local and regional newspapers. Copies of these articles, lists of to whom they were sent and subsequent media coverage, and should be distributed to the LFCC at least monthly. Please provide samples in your application.

2.8.4.3 Prior to the start of the Campaign, the PCFO shall be responsible for collecting Loaned Executive, LFCC and other key campaign staff biographies and pertinent information and for developing media releases to be sent to local newspapers and newsletters. Copies of these releases, and subsequent media coverage, should be distributed to the LFCC at least monthly. Please provide samples in your application.

2.8.5. In addition to the regulatory requirements under Section 104 (c) to post public notice soliciting applications for the PCFO, the public notice should be budgeted for placement in a minimum of five print publications across the eastern part of the state. This includes one Spanish speaking publication, one publication in the Greater Boston metro area, one publication in the former Middlesex County campaign area, one publication in the former Bristol County campaign area and one publication in the former Worcester County campaign area. The notice(s) should be published no later than February 1, 2006.

2.9 Reports

The PCFO must report to the LFCC Chair or designated point of contact designated by the LFCC weekly (e.g. CFC Chair, Vice Chair) to review the status of the campaign any address any issues during the Campaign and to the full LFCC monthly.

2.9.1 The following written reports must be submitted from the PCFO to the LFCC regularly and in a timely manner as outlined by the LFCC. Note all campaign records, including reports, must be retained a minimum of three campaign years. The reports include:

1. Summary report campaign performance results using the [Online Form 1417](#) posted on the CFC website at www.opm.gov/cfc. The 1417 must be completed by 1 March. Additionally, interest earned on the bank accounts used to deposit CFC contributions must be reported on the OPM Form 1417.

2. Weekly report During the Campaign, the PCFO must provide management information reports to the LFCC describing the campaign results including absolute, statistical, and

comparative data monthly for the entire campaign area during the campaign and as needed, thereafter. Such reports must include at a minimum the following data:

a. Agency identification information,

b. Current year and if possible three additional years of information for:

Number of employees, Number of donors, Percentage of participation, Total amount pledged/contributed, Percentage change in giving, Per capita gift, Average gift, Number of leadership donors, and Amount pledged by leadership donors. Summary information for the items above

3. *Campaign in Review*: The PCFO must submit to the LFCC, no later than February 28, 2006, an after-action report. The report should provide specific campaign data as well as feedback on the overall campaign, including: strengths, weaknesses, successes, challenges, and suggestions for improvement. The report should evaluate campaign strategies and provide an analysis of the results.

2.9.2 The PCFO will provide documents or information requested by the LFCC, Director, CFC Operations, OPM, within 10 calendar days of the receipt of that request.

2.9.3 The PCFO will support the LFCC oversight responsibilities by convening sessions to support milestone progress reports of the campaign's compliance with CFC regulations and OPM guidance on an annual basis. The LFCC will ensure, with PCFO support, all campaigns submit the compliance assessment documents to OPM by September 16 of each year.

2.9.4 The PCFO shall respond, in a timely and appropriate manner, to reasonable inquiries from participating organizations.

2.9.5 The PCFO will report donor information to recipient organizations.

2.9.6 The PCFO will maintain and report CFC donor designations to receiving organizations apart and separate from other funding sources so as to ensure that CFC funding is uniquely identifiable and reconcilable.

2.9.7 The PCFO will provide to the LFCC a detailed report of actual CFC administrative expenses with, to the extent possible, itemized receipts. The expenses report must be in a format that can be reconciled with the PCFO's budget submitted pursuant to the campaign plan. The report of actual CFC administrative expenses must be provided to the LFCC no later than February 23 or a mutually agreed upon delivery date.

2.9.8 The PCFO will provide to the LFCC a copy of the PCFO notice to federations and organizations of the amount designated, if any, and the amount allocated from undesignated contributions by March 15.

2.9.9 The PCFO will provide to the LFCC a copy of the notice to federations and organizations of the initial disbursement or affidavit indicating that the initial disbursement occurred by April 1st and monthly thereafter.

2.9.10 Provide to the LFCC a comprehensive list of campaign awards and incentives, the amount to be purchased, and cost for next year's campaign; and an accounting of the awards and incentives used in the last CFC campaign including the amount distributed and the surplus amounts.

3. Reporting relationships with LFCC and the Office of Personnel Management

CFR 950.102(c), 103(b), 105(e), 603, and 403 govern the PCFO's reporting relationships with LFCC and OPM. The LFCC is authorized to govern the conduct of the CFC and is responsible for overseeing the performance and accountability of the PCFO. However, the director, OPM, is the final authority in interpretation of regulations and program policy. A PCFO's failure to comply with program regulations may result in either disqualification from future service as PCFO, disqualification as a participating federation, or both penalties.

4. WRITTEN CAMPAIGN PLAN

4.1 Each applicant must submit a written campaign plan sufficient in detail to allow the LFCC to assess how the applicant will administer an efficient and effective CFC. The plan must include all of the key elements described above and outline strategies that will be used to accomplish all tasks definitions in section 2. The plan should specifically address an overall campaign strategy that describes efforts that will be made to ensure that the Eastern Massachusetts CFC is a year-round campaign. This includes marketing, public relations and outreach activities for the entire expanded campaign area and strategies for targeting the "new" generation of donors.

5. REQUIRED STATEMENTS AND CERTIFICATIONS

The following are required statements and certifications that must be submitted as part of the application:

A statement pledging to:

- A.) Administer the CFC fairly and equitably
- B.) Conduct campaign operations such as training, kick off and other events, and fiscal operations, such as banking, auditing, reporting and distribution separate from the applications non-CFC operations.

In addition, applicants must:

C.) Certify that the PCFO will abide by the directions, decisions, and supervision of the LFCC and/or Director

D.) Acknowledge that the applicant is subject to the potential sanctions of CFR 950.403 and 950.603.

E.) Acknowledge that the applicant is subject to the provisions CFR 950.202 and 950.203

END

EXHIBIT A: SAMPLE BUDGET SHEET

Proposed Budget	
Salaries	
Direct	
Indirect	
Employee Benefits	
Direct	
Indirect	
Payroll Taxes	
Direct	
Indirect	
Total Payroll Related Expenses	
Direct	
Indirect	
Annual Audit	
Campaign Processing	
Supplies	
Office	
Campaign	
Telephone	
Office	
Campaign	
Postage & Shipping	
Occupancy	
Staff	
Loaned Executives	
Warehousing	
Website	
Design and Development	
Maintenance and Update	
Legal Notice	
Printing	
Contract	
Campaign Materials	
Stationary and Reports	
Internal	
Campaign Materials	
Stationary and Reports	
Campaign Events	
Direct (CFC only)	

Indirect
Campaign Promotion
Campaign Video
Awards
Local Transportation
Special Events
Staff & Volunteer Development
Total Expenses
Campaign Projection
Percent of CFC Expenses to Campaign